

Fall 2004

Leadership in the Global Community - (Leadership III)

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LEADERSHIP IN THE GLOBAL COMMUNITY - (Leadership III)

Fall 2004, Dipl 6103, Tuesdays, 1.00 p.m. to 3.15 p.m.

Prof. Ahmad Kamal, former Ambassador of Pakistan

OVERVIEW:

This course will examine the basic principles of leadership as they apply to areas of direct interest to the Global Community and to the Business Sector.

It will enable students to:

- understand the fundamentals of leadership and define the different theories developed in the analysis of leadership traits;
- relate these theories to various sectors of human activity around the world; and
- apply the lessons learnt to the private sector, and reach conclusions about the essential necessity of integrity and trust in building up business relationships.

The course will be conducted in a “seminar” format, with constant interaction among all its participants. Its basic objective is to achieve objective-oriented thinking processes in graduate students who are about to enter the market.

READINGS:

While required readings will consist of the following texts which will be placed on reserve in the Library, additional articles for each lesson may also be made available either over email or in hard copy.

Recommended Texts:

- *Corruption and Good Governance*. UNDP, July 1997
- *Straight from the Gut*; Jack Welch; Warner Books
- *Nuts*; Kevin and Jackie Freiberg; Broadway Books
- *The Innovator's Dilemma*. Clayton Christenson, Harvard Business
- *Inside the Tornado*, Geoffrey Moore, Harper Collins
- *Break Points*, Paul Strebel, Harvard Business School...
- *Built to Last*, Collins and Porras, Harper Business
- *The Goal*, Eliahu Goldratt, North River Press Publishing
- *Good to Great*, Collins, Harper Collins
- *The Tipping Point*, Malcolm Gladwell, Back Bay Books
- *The Leadership Engine*, Noel Tichy, Harper Business

CLASS POLICIES:

Class Participation: Class participation is essential in this course, and therefore, class attendance is mandatory. Except for medical emergencies, absences will not be excused. Attendance will be graded. It should be noted that almost one-third of the Final Grade is dependant on punctuality and attendance.

Email: Because of the importance attached to e-mail and web pages, all students must have proper e-mail accounts, and must check them regularly every day. (All email addresses will be collected in the first class). Students should also maintain a group address (Listserv) of all classmates, including the Professor (and the Teaching Assistant, if any), so that messages of common interest can be circulated to all. Blackboard may be used as a user-friendly medium.

Drafting: Particular emphasis will be placed in this class on building up an ability to draft assignments and papers in a correct and logical manner, and in a presentation that can carry weight and conviction with a reader. (Some tips and instructions will be discussed in the first class).

Assignments: All discussions about assignments and other instructions will be given over e-mail. All students are therefore expected to provide their e-mail contacts, and to check and respond over this medium regularly. Assignments will include:

- One Mid-Term paper (5-6 pages, single space, Garamond 14 pt. font) to be prepared and submitted by the 7th week of the semester.
- One Final Paper (12-14 pages, single space, Garamond 14 pt. font) to be prepared and submitted by the 12th week of the semester.
- Class Notes to be prepared each week by designated students working in couples for each of the class sessions.
- Oral presentations, supported by Summaries, on some of the essential texts (*Note:* The summary of the presentation MUST be circulated (via email) a full 24 hours before the presentation).

Class Notes: The objective is to maintain a complete record of the notes from each class on the home-page. The assigned group (which will always be different from the group preparing the presentations) will be responsible for preparation of the class notes. Class notes MUST be written within 24 hours after the class, and then circulated immediately via email to all. Class notes should not be longer than one page and should contain the following:

1. The gist of the topic discussed in class.
2. The lessons learned

Reference Formula: All email correspondence MUST also contain the following information in THREE places, namely, (a) as the only “subject” of the email; (b) as the only first line of the text of the email; and (c) as part of the “header” of the attached assignment:

(initials of university)-(course symbol)-(initials of student)-(assignment number)
Example of the four-part Reference Formula: SHU-L3-XXX-A# (where SHU stands for Seton Hall University, L3 stands for Leadership III, XXX are the student’s initials in capital letters, and A# is the assignment number).

Format of assignments: Assignments will normally be submitted in hard copies, and must be in saved Microsoft Word or WordPerfect formats exclusively. They should be saved with the same filename as the “reference formula” above, so that no confusion is ever created.

Web-Pages: Each student will be encouraged to maintain a personal web-page, which will be graded. (Some tips on the quickest means to establish student web-sites will be discussed in the first class). In addition, a Class Web-Page may also be maintained as a group project. Each student will have to provide a personal “thumbnail” picture and a few lines of descriptive text for this Class Web-Page. Material on the class web-page will include summaries of class notes, and links to the personal web pages of each student reflecting their respective assignments.

News: The daily reading of at least one leading American newspaper (New York Times, Wall Street Journal, Washington Post, etc), one major foreign newspaper or weekly (London Guardian, Economist, etc), and one major American quarterly (Foreign Report) is required. All are available over the Internet.

GRADING POLICY:

Grading Notes : In judging the quality of all assignments, the total grade for each of these will be divided into three portions, one-third for the quality and formatting of the presentation, one-third for the factual accuracy of research, and one-third for the strength and persuasiveness of the opinions expressed. Extra weight will be given for any visible improvement of work manifested over the semester.

Grading Break-Up:

Class attendance and participation	30%
Web-page design and maintenance	10%
Homeworks and Tests	30%
Final Paper	30%

Grading Scale:

A+	(98-100)
A	(94-97)
A--	(90-93)
B+	(88-89)
B	(84-87)
B--	(80-83)
C+	(78-79)
C	(74-77)
C--	(70-73)
D	(60-69)
F	(59-less)

SCHEDULE OF LECTURES

SESSION 1: INTRODUCTION AND BASICS

Class policies and ground rules regarding, drafting techniques, web-site establishment, email addresses, Blackboard access, etc., and the road map of the semester will be discussed in detail. Introduction to leadership, recapitulation of leadership types, as in politics, war, culture, religion, and literature. Importance of the inter-relationships between leadership in different sectors. Mutual impact and general well-being in the body politic of society.

SESSION 2: LEADERSHIP THEORIES

Fundamentals of the leadership theories of French and Raven, Maslow, McGregor, Fiedler, Hofstede, Thompson, Zeleznic, Barnard, Friedman, Kelley, etc. Comparison and complementarity between theories.

SESSION 3: DECISION-MAKING PROBLEMS

Problems of choice, participation, integrity, duration, communication, empathy, etc. as they relate to the basic decisions that all leaders have to make.

Book Presentation: *Corruption and Good Governance*. Discussion Paper 3. UNDP, BDP/MDGD. July 1997 Available at: <http://magnet.undp.org/> under: Discussion Papers Series.

SESSION 4: LEADERSHIP IN POLITICS

Distinguishing characteristics of great leaders. Short term and long term judgements. Women in politics.

Book Presentation: *Straight from the Gut*; Jack Welch; Warner Books

SESSION 5: LEADERSHIP IN WAR

Theories of war, relevance of war to daily life, relationship between war and politics, and between war and industry.

Book Presentation: *Nuts*; Kevin and Jackie Freiberg; Broadway Books

SESSION 6: LEADERSHIP IN DIPLOMACY

Negotiating techniques, cross-cultural understanding, communication skills, trust, and integrity.

Book Presentation: *The Innovator's Dilemma*. Clayton Christenson, Harvard Business School

SESSION 7: LEADERSHIP IN MULTILATERAL ORGANISATIONS

The United Nations system, the Bretton Woods institutions, the World Trade Organisation, and their relevance to the daily life of citizens and the private sector. The Global Compact, and the leadership problems that it poses.

Book Presentation: *Inside the Tornado*, Geoffrey Moore, Harper Collins

Mid-Term Paper deadline:

Write a summary of why leadership is important in society. Who exercises this leadership role of “showing the way” -- leaders or followers? Does society move inevitably towards participatory democratisation and a “flattening” of the pyramid of decision-making, or is society in a constant state of step-like movements between innovation (in which individuals take the lead) and consolidation (in which followers take charge).

or

Write a summary on what is the relationship between leadership in the limited context of the corporation or the national state, and leadership in the wider global context, and how does the one impact on the other,

or

Write a Book Review examining any two of the eight course books marked with a double asterisk (not being orally presented by the author), and draw conclusions.

SESSION 8: LEADERSHIP IN CORPORATE LIFE CYCLES

The life and death cycles in corporations. The four phases - start-up, growth, maturity, decline. Disruptive technology. Inflexion points. Graphical “S” curves. Graphical “bowling pins”. Graphical ascending waves. Graphical steps. Inter-relationships at different stages. Examples.

Book Presentation: *Break Points*, Paul Strebel, Harvard Business School..

SESSION 9: LEADERSHIP IN SERVICES

Financial services, consultancy, the role of the middle-man as facilitator.

Book Presentation: *Built to Last*, Collins and Porras, Harper Business.

SESSION 10: INFORMATION MANAGEMENT

The Information Revolution, the Internet, eCommerce, information security, cyber-terrorism, etc, and how these are changing the methodology of leadership. The “virtual” corporation”.

Book Presentation: *The Goal*, Eliahu Goldratt, North River Press Publishing

SESSION 11: CONFIDENCE AND PERCEPTION

The relationship between reality and perception, Role of the media. The ruthlessness of the “reverse multiplier” in operation. Stock markets, public confidence, and historical judgements.

Book Presentation: *Good to Great*, Collins, Harper Collins

SESSION 12: CORPORATE CASE STUDIES

US Steel, General Electric, General Motors, Microsoft, Polaroid, Intel, Xerox, State Street, Automatic Data Processing, etc.

Stages in life cycles of established corporations.

Book Presentation: *The Tipping Point*, Malcolm Gladwell, Back Bay Books

Final Paper deadline:

Write a final paper on any emerging corporation or any innovative invention or idea, and examine how its business and leadership strategy should be developed in the interest of maximising its potential not just for shareholders, but also for the general benefit of the public, as well as for the longest duration in time, with particular emphasis being placed on avoiding the pitfalls which can hit corporations in a capitalist economy.

SESSION 13: CORPORATE CASE STUDIES

Yahoo, Ebay, Google, Body Shop, South-West Airlines, Ben and Gerry's, Cipla, etc.

The identification of the new “niche”. The inventor and innovator as leader and visionary. The middle sector as the real backbone of the economy.

Book Presentation: *The Leadership Engine*, Noel Tichy, Harper Business

SESSION 14: DISCUSSION ON FINAL PAPERS

This session will review the Final Papers of students.